

学校编码: 10384      分类号\_\_\_\_\_密级 \_\_\_\_\_

学号: X2010156243      UDC\_\_\_\_\_

厦门大学

硕士学位论文

合生元集团奶粉业务的发展战略研究

Development Strategy Research of Biostime IMF Business

徐乐生

指导教师姓名: 唐炎钊教授

专业名称: 工商管理(EMBA)

论文提交日期: 2015年10月

论文答辩日期: 2015年月

学位授予日期: 2015年月

答辩委员会主席:

评阅人:

2015年10月

## 厦门大学学位论文原创性声明

本人呈交的学位论文是本人在导师指导下,独立完成的研究成果。本人在论文写作中参考其他个人或集体已经发表的研究成果,均在文中以适当方式明确标明,并符合法律规范和《厦门大学研究生学术活动规范(试行)》。

另外,该学位论文为( )课题(组)的研究成果,获得( )课题(组)经费或实验室的资助,在( )实验室完成。(请在以上括号内填写课题或课题组负责人或实验室名称,未有此项声明内容的,可以不作特别声明。)

声明人(签名):

年 月 日

# 厦门大学学位论文著作权使用声明

本人同意厦门大学根据《中华人民共和国学位条例暂行实施办法》等规定保留和使用此学位论文，并向主管部门或其指定机构送交学位论文（包括纸质版和电子版），允许学位论文进入厦门大学图书馆及其数据库被查阅、借阅。本人同意厦门大学将学位论文加入全国博士、硕士学位论文共建单位数据库进行检索，将学位论文的标题和摘要汇编出版，采用影印、缩印或者其它方式合理复制学位论文。

本学位论文属于：

（        ） 1. 经厦门大学保密委员会审查核定的保密学位论文，于  
年    月    日解密，解密后适用上述授权。

（        ） 2. 不保密，适用上述授权。

（请在以上相应括号内打“√”或填上相应内容。保密学位论文应是已经厦门大学保密委员会审定过的学位论文，未经厦门大学保密委员会审定的学位论文均为公开学位论文。此声明栏不填写的，默认为公开学位论文，均适用上述授权。）

声明人（签名）：

年    月    日

厦门大学博硕士论文摘要库

## 摘要

合生元公司成立于 2012 年，以益生菌业务起家，2008 年进入婴幼儿配方奶粉市场，在短短 5 年时间成功进入婴幼儿配方奶粉市场前五大品牌，成为中国婴幼儿配方奶粉市场备受瞩目的公司，同时也是行业学习的典范。然而自 2014 年整体宏观经济增速放缓，零售消费水平下降，婴幼儿配方奶粉市场竞争更加激烈，合生元自 2014 年以来婴幼儿奶粉业务增速也逐渐放缓，在这种环境下，合生元集团采取何种经营战略在激烈的竞争中生存并进入中国婴幼儿配方奶粉领导品牌是至关重要的。

本文基于战略分析与管理的理论，运用 PEST 外部环境分析、波特五力模型、SWOT 分析、GSM 大战略矩阵等方法，研究了合生元集团婴幼儿奶粉业务目前所面临的机会与危机，优势与问题。同时，通过大战略矩阵模型结合合生元的发展现状，提出针对合生元奶粉业务未来的企业发展战略。并以此制定出详细的五年发展计划。最后，根据具体战略的规划，制定出详细地战略管理支撑计划，保障战略规划的实施，力求达成战略目标，以期对合生元集团婴幼儿配方奶粉业务和类似企业发展战略的研究提供思路和指导。

研究显示，从外部来看，计划生育政策放开带来市场需求增加、生活水平提升带来消费者消费意愿增强、消费人群的迭代（80 后到 80 后 90 后）带来不一样的竞争机会、国际奶源降价及欧元汇率下跌带来成本下降，同时更多竞争对手进入、现有竞争对手的并购整合、价格下行压力与国家政策的不确定性威胁本公司发展；从内部来看，现有强大的品牌影响力基础、母婴渠道的运作优势、完善的产品线、优质的产品品质、独特的会员体系以及优秀的团队，均是合生元集团未来发展的坚实基础；基于以上 SWOT 分析，针对合生元的现状，积极利用市场渗透、产品开发和市场开发的战略，在业务竞争层面采取品牌差异化的竞争战略，并通过多方面措施来保障战略目标的有效达成，为未来三年及五年的战略发展目标及计划。

**关键词：**战略管理；发展战略；竞争战略

厦门大学博硕士论文摘要库

## Abstract

Biostime Company started by probiotics business in 2002 and entered Infant Formula Milk Powder (IMF) Market in 2008. Biostime won the fifth position in IMF market after five years, had become a high-profile and model company in IMF industry. However, since the overall macro-economic slowdown and the retail spending decline in 2014, the IMF market became more competitive. The sales growth of IMF business in Biostime Company also became slowdown in 2014. Under this circumstance, Biostime group takes which business strategy to survive in the fierce competition and runs into the leading brands group of IMF market is crucial.

Based on the strategic analysis and management theory, the research uses analytical methods such as PEST analysis、Porter's five forces model、SWOT model and GSM model to analysis the opportunities and threats as well as advantages and disadvantages of Biostime IMF Business. Combined GSM model and Biostime Status analysis, the article proposes development strategies of Biostime IMF Business in the future, and makes a five-year development plan. At the end of the research, based on the strategy plan, the article suggests a series of measures to ensure strategy actualization, to make sure achieve strategic objectives. I hope the research will provide ideas and guidance to the IMF business of Biostime and similar company development.

Research shows that from an external point of view, the Birth Control Policy release brings the market demand, the level of life improve bring consumer spending will increase, the new consumer groups (80 80 to 90) bring the new competitive opportunities, the international price of milk and the euro fell bring down the cost , while more competitors enter, existing competitors mergers and acquisitions, downward pressure on prices and national policy uncertainties are a threat to the company's development. from the internal point of view, the existing brand influence foundation, strong maternal channels, the advantage of product line, product quality, unique membership system and excellent team, is a solid foundation for future development of Biostime group; based on

the above SWOT analysis, market penetration, product development and the strategy of brand differentiation in the business competition , and through various measures to ensure the effective achievement of strategic objectives, will be the next three to five years of strategic development goals and plans.

**KeyWords:** Strategy Management; Development Strategy;  
Competitive Strategy;



# 目录

<b>第 1 章绪论 .....</b>	<b>1</b>
1.1 选题背景与实际意义 .....	1
1.1.1 选题背景 .....	1
1.1.2 研究意义 .....	1
1.2 研究思路与方法 .....	2
1.2.1 研究思路 .....	2
1.2.2 研究方法 .....	2
<b>第 2 章战略管理的相关理论综述 .....</b>	<b>4</b>
2.1 战略管理的发展综述 .....	4
2.1.1 企业战略的起源及在国外的发展 .....	4
2.1.2 国内发展战略管理理论综述 .....	6
2.2 战略分析的相关理论模型 .....	7
2.2.1 PEST 分析模型 .....	7
2.2.2 波特五力模型 .....	9
2.2.3 SWOT 分析 .....	10
2.2.4 GSM 大战略矩阵（Grand Strategy Matrix） .....	11
<b>第 3 章合生元奶粉业务发展外部环境分析 .....</b>	<b>12</b>
3.1 宏观环境分析 .....	12
3.1.1 政治环境 .....	12
3.1.2 经济环境 .....	15
3.1.3 社会环境 .....	17
3.1.4 技术环境 .....	18
3.2 行业竞争环境分析 .....	23
3.2.1 现有竞争者分析 .....	23
3.2.2 潜在竞争者分析 .....	26

3.2.3 替代产品 .....	27
3.2.4 供应商 .....	28
3.2.5 购买者的议价能力 .....	28
<b>3.3 合生元奶粉业务发展面临的外部机会与威胁 .....</b>	<b>29</b>
3.3.1 外部机会 (O) .....	29
3.3.2 外部威胁 (T) .....	31
<b>第 4 章合生元奶粉业务发展的内部环境分析 .....</b>	<b>33</b>
<b>4.1 合生元奶粉业务发展历程与现状 .....</b>	<b>33</b>
4.1.1 起步阶段 (2008 年) .....	33
4.1.2 高速发展阶段 (2009 年 2012 年) .....	34
4.1.3 平稳发展阶段 (2013 年至今) .....	34
<b>4.2 合生元婴幼儿配方奶粉业务销售业绩 .....</b>	<b>35</b>
<b>4.3 合生元内部资源与核心能力分析 .....</b>	<b>36</b>
4.3.1 强势的品牌基础 .....	36
4.3.2 强势的母婴渠道运营能力 .....	36
4.3.3 完善的产品线, 能够满足不同妈妈的需求 .....	36
4.3.4 一贯优质的产品品质 .....	37
4.3.5 独特的会员营销数据库及体系 .....	38
4.3.6 快速反应的管理团队 .....	38
<b>4.4 合生元奶粉业务发展存在的问题 .....</b>	<b>38</b>
4.4.1 渠道发展不平衡, 电商渠道比较弱 .....	38
4.4.2 网络口碑优势不明显 .....	39
4.4.3 集团两个奶粉品牌之间存在一定的内部竞争 .....	39
<b>第 5 章合生元奶粉业务发展战略分析 .....</b>	<b>40</b>
<b>5.1 公司使命及发展目标 .....</b>	<b>40</b>
5.1.1 公司愿景和使命 .....	40
5.1.2 奶粉业务战略发展目标 .....	40
<b>5.2 总体战略的选择 .....</b>	<b>41</b>

5.2.1 建立 SWOT 矩阵，选择最佳战略.....	41
5.2.2 GSM 矩阵分析.....	42
5.2.3 总体战略选择.....	43
<b>5.3 竞争战略的选择.....</b>	<b>44</b>
<b>5.4 战略实施及保障.....</b>	<b>45</b>
5.4.1 立足保持现有母婴渠道优势，合理发展电商.....	45
5.4.2 合理加大媒体传播，进一步提升品牌形象，优化网上口碑.....	46
5.4.3 提升研发能力，保持合生元奶粉产品的高科技优质表现.....	46
5.4.4 以人为本，加强内部培训，完善内部激励机制.....	47
5.4.5 坚持建设企业文化基石，强化文化理念渗透.....	47
<b>第 6 章研究结论及启示 .....</b>	<b>48</b>
6.1 研究结论 .....	48
6.2 对管理的启示.....	48
<b>参考文献 .....</b>	<b>50</b>

厦门大学博硕士论文摘要库

## Contents

<b>Chapter One Introduction .....</b>	<b>1</b>
<b>1.1 Background and Practical Significance .....</b>	<b>1</b>
1.1.1 Background .....	1
1.1.2 Study Significance .....	1
<b>1.2 Design and Methods .....</b>	<b>2</b>
1.2.1 Study Design .....	2
1.2.2 Study Methods .....	2
<b>Chapter Two Summary of Strategic Management Theory .....</b>	<b>4</b>
<b>2.1 Development Overview Of Enterprise Strategic Management .....</b>	<b>4</b>
2.1.1 Origin of Enterprise Strategy and Development Abroad .....	4
2.1.2 Development of Strategy Management Theory In China .....	6
<b>2.2 Theoretical Models of Strategic Analysis .....</b>	<b>7</b>
2.2.1 PEST Analysis Model .....	7
2.2.2 Porter's Five Forces Model .....	9
2.2.3 SWOT Model .....	10
2.2.4 GSM Model .....	11
<b>Chapter Three External Environment Analysis of A Company IMF</b>	
<b>Business Development .....</b>	<b>12</b>
<b>3.1 Macro Environment Analysis .....</b>	<b>12</b>
3.1.1 Politics .....	12
3.1.2 Economy .....	15
3.1.3 Social .....	17
3.1.4 Technology .....	18
<b>3.2 Competitive Environment Analysis .....</b>	<b>23</b>
3.2.1 Existing Competitors .....	23

3.2.2 Potential Competitors.....	26
3.2.3 Alternative Products.....	27
3.2.4 Suppliers.....	28
3.2.5 Bargaining Power of Buyers .....	28
<b>3.3 External Opportunities and Threats of A Company IMF Business .....</b>	<b>29</b>
3.3.1 External Opportunities .....	29
3.3.2 External Threats .....	31
<b>Chapter Four Internal Environment Analysis Of A Company IMF Business .....</b>	<b>33</b>
<b>4.1 Development History and Current Situation of A Company IMF Business</b>	<b>33</b>
4.1.1 The Early Stage (Year 2008) .....	33
4.1.2 Highspeed Development Stage (2009—2012) .....	34
4.1.3 Stable Development Stage (Since 2013) .....	34
<b>4.2 Sales Performance of A Company IMF Business .....</b>	<b>35</b>
<b>4.3 Internal Resources and Core Competencies Of A Company .....</b>	<b>36</b>
4.3.1 Strong Brand Foundation.....	36
4.3.2 Strong Operational Capabilities In Babystore.....	36
4.3.3 Rich Product Line to Meet Different Mothers' Need .....	36
4.3.4 Consistently High Quality Products.....	37
4.3.5 Unique Membership Database and Marketing System.....	38
4.3.6 Fast Action Teams .....	38
<b>4.4 Problems of A Company IMF Business in Development .....</b>	<b>38</b>
4.4.1 Channel Development is Imbalances, Online Channel is Weak.....	38
4.4.2 IWOM is Weak .....	39
4.4.3 Competition between Internal Two Brands .....	39
<b>Chapter Five Development Strategy Analysis of A Company IMF Business .....</b>	<b>40</b>
<b>5.1 Company Mission and Goals .....</b>	<b>40</b>

5.1.1 Company Vision and Mission.....	40
5.1.2 Strategic Development Goals Of IMF Business .....	40
<b>5.2 Overall Strategy .....</b>	<b>41</b>
5.2.1 Establish SWOT Matrix, Choose the Best Strategy.....	41
5.2.2 GSM Matrix analysis .....	42
5.2.3 Overall Strategy Making .....	43
<b>5.3 Competitive Strategy .....</b>	<b>44</b>
<b>5.4 Strategy Implementation and Guarantee .....</b>	<b>45</b>
5.4.1 Based on maintaining the maternal channel advantages, developing online Rationally .....	45
5.4.2 Increase the media input to further enhance the brand image and optimizing the online reputation .....	46
5.4.3 Enhance R&D Capability to Keep High Product Qquality.....	46
5.4.4 PeopleQoriented, Strengthening Internal Training, Improve Internal Incentives	47
5.4.5 Continuously Building Corporate Culture, Strengthening Cultural Ideas Penetration .....	47
<b>Chapter Six Conclusions and Implications .....</b>	<b>48</b>
<b>6.1 Conclusions.....</b>	<b>48</b>
<b>6.2 Implications .....</b>	<b>48</b>
<b>Reference.....</b>	<b>50</b>

厦门大学博硕士论文摘要库



Degree papers are in the “[Xiamen University Electronic Theses and Dissertations Database](#)”.

Fulltexts are available in the following ways:

1. If your library is a CALIS member libraries, please log on <http://etd.calis.edu.cn/> and submit requests online, or consult the interlibrary loan department in your library.
2. For users of non-CALIS member libraries, please mail to [etd@xmu.edu.cn](mailto:etd@xmu.edu.cn) for delivery details.